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**1) Jail Electronic Integrated Health Screening: Preventing Adverse Outcomes, Dawn Noggle, Mental Health Director**

The Maricopa County Jail system, fifth largest in the country, books approximately 300 individuals daily. People entering jail often have serious medical/mental health needs which must be identified and treated within 24 to 36 hours, a task rendered more difficult by mandatory transfers (within 24 hours) from intake to a housing location in one of six jails. Medical charts don't always reach the facility when the individual does. CHS and MCSO IT staff collaborated in a novel way to develop a comprehensive, electronic pre-booking intake screening process. Aligned with recent federal legislation encouraging electronic record implementation to improve healthcare via improved patient information access, CHS is developing an electronic health record. Such implementations take two to three years, due to budget cycles, procurement processes and tailoring systems to a jail environment. Hence, this electronic health screening provided a necessary "bridge", developed and implemented within one year. CHS has thus been able to rapidly identify patients in need, retrieve past screening information, more effectively triage patients in psychiatric crisis, initiate medication verification, and communicate important information to health and detention staff at the next housing location resulting in increased safety. Decreased adverse outcomes and improved patient care are tangible results.

**2) OpenBooks Government Transparency Website, Shelby Scharbach, Assistant County Manager - Chief Financial Officer**

As a response to the open government movement, Arizona Revised Statute (A.R.S.) §41-725, was enacted requiring governments to provide certain information to citizens through a no-cost, easily accessible website. Maricopa County Department of Finance, Office of Enterprise Technology, and Office of Procurement Services, developed and implemented a "Transparency" website, Maricopa County OpenBooks, which serves as a central repository for taxpayers to find pertinent financial and demographic information on Maricopa County. In collaboration with the State of Arizona, this site also includes a searchable database of detailed financial transactions. The objective of Maricopa County OpenBooks is to create a website that provides for a more transparent, collaborative and open government allowing for taxpayers to be more engaged, participatory, and better informed.

**3) Ryan White Contract & Billing Management, Ryan McDonald, Enterprise Document Management Project Manager**

The Maricopa County Ryan White Program manages contracts, and billing for medical, dental, behavioral health and support services for people living with HIV. Funded by Part A of the Ryan White HIV/AIDS Treatment Modernization Act, the program manages approximately \$8 million of grant funds each year. Historically, a paper based process was used to manage service contracts and billing documents. This process was cumbersome and prone to errors. The Ryan White Part A Team, worked with the Office of Enterprise Technology (OET) to implement a solution for automating the contract management and billing processes using the OnBase Electronic Document Management and Workflow System (EDMS). Efficiencies gained with the automated solution resulted in savings of more than \$22,000 annually.

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#### **4) Employee Benefits Reverse Auction.....Matthew Bauer, County Procurement Supervisor**

Maricopa County Office of Procurement Services introduced the use of a Reverse Auction program in late 2008. Reverse Auctions allow multiple suppliers to openly bid against one another electronically in an attempt to achieve the most competitive prices from competing vendors. Through Reverse Auctions suppliers are allowed to see each other's current bid and prices decrease over time as vendors compete to win the business. Early success was achieved using Reverse Auctions for several commodity items such as: all-purpose flour, inmate shoes, canned fruit, and peanut butter. From the various commodities that were purchased through Reverse Auctions, Maricopa County has experienced a cost savings in excess of \$2,000,000. Over the past few years the program has evolved and the County had developed new uses for Reverse Auctions that have resulted in savings which reach into the millions of dollars. Since the County has not provided salary increases over the past five years, Maricopa County is currently focused on employee retention through providing benefits to its employees at the lowest possible cost. With this thinking in mind, the Office of Procurement Services has been able to modify and implement Reverse Auctions for use in our employee health benefit solicitations. The use of Reverse Auctions for Pre-Paid Dental Insurance and Employee Term Life Insurance resulted in almost \$7 million dollars in savings for the county and its employees.

#### **5) Reading for the Stars....Aprille Slutsky, Director of Communications**

In the spring of 2010, former county Supervisor Fulton Brock attended a National Conference where he was shocked to hear that some states use the reading scores of third and fourth grade students to project future prison populations. Motivated by that disturbing information, Supervisor Brock asked Dr. Don Covey, Maricopa County Superintendent of Schools, to create and implement an initiative to prevent school-age children from becoming a statistic in the judicial system. Supervisor Brock and Dr. Covey called upon members of the business, education and sports communities to rally in support of schools in some of Maricopa County's highest juvenile crime areas. Their collective mission was to create a support system to intervene and change the trajectory that would place too many students on the path to delinquency and incarceration. MCESA's initiative, Reading for the Stars, empowers fourth-through sixth- graders with the competence and confidence to succeed. The program goals are to increase student achievement, increase students' belief in themselves, and reduce factors that lead to future delinquency. Reading for the Stars provides a replicable framework that promotes reading achievement and positive youth-development, moving students from being "at risk" to "at hope" so they will succeed in school and life. The four participating schools showed a decrease in the percent of students falling far below and approaching the standards on the AIMS reading test from 2010 to 2012. Conversely, there was an increase in the percent of students meeting and exceeding the standard on AIMS 2010 to 2012. In all cases, student survey results demonstrate an increase in self-efficacy as measured by their ability to set and obtain goals, finish what they start, and seek assistance when things are difficult or challenging.

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**6) The Adult Probation Department Assessment Center...Cynthia Stevens, Division Director, Presentence Investigations, Assessments & Assignments**

The Assessment Center of Maricopa County Adult Probation is under the umbrella of the presentence division. The center employs screeners whose main task is to administer assessments to defendants before and after sentencing by the Court. These assessments are utilized by judges, probation officers and other stake holders for determining appropriate sentences, as well as setting levels of supervision in the community. Historically, screeners' job descriptions were based on whether they conducted presentence or post-sentence screenings. Pre-sentence screeners were supervised in six different units consisting of both probation officers and screeners, and post-sentence screeners were supervised in a separate unit by one supervisor. This separation resulted in inconsistency in supervision, how their work was reviewed and assessed, and how they were told to do their job. The separation created division in the screener staff pool, and a sense of "us and them." The reorganization of the assessment center has increased the efficiency of the presentence division, which deals with a large volume of reports on an annual basis.

**7) YOGA FOR KIDS.....Audrey Brownell, Fundraising Officer**

"Yoga for Kids" is a yoga class combined with story time in libraries for kids ages 6 and up. The goal is to introduce kids to the library and develop a love of reading while teaching them the healthy habit of yoga exercise. The yoga program brings children and families into the libraries that might otherwise never have crossed the threshold. It's a way to engage children in regular exercise and teach easy relaxation methods by introducing them to fun yoga games and energizing exercise routines - while also learning life-long relaxation and meditation skills, yoga poses, and teamwork. Students are gathered together during a "final relaxation pose" to listen to a story and engage with the pictures, characters and setting. The combination of yoga and stories is a way for children to learn that reading and literacy are great ways to unwind and relax. Children find that after a long and energizing exercise session, they are tired and in need of a rest. Recognizing the amazing opportunity to harness a captive audience and tell a story is a wonderful way to reach a new audience. The children become engaged in the story and now associate exercise and play with reading.

**8) Maricopa County Regional Homeless Court....Karen Westover, Deputy Court Administrator**

Regional Homeless Court (RHC) was created by Phoenix, Temple and Glendale Municipal Courts. With the Support of the Maricopa County Board of Supervisors, Superior, Justice and Municipal Courts, prosecutors and defense attorneys, and recent legislation passed by the Arizona State Legislature and Governor in 2012 at the request of the Courts, RHC has expanded. It now includes participation by all 26 Justice Courts in Maricopa County and all 23 Municipal Courts in Maricopa County and is identified as the Maricopa County Regional Homeless Court (MCRHC). Maricopa County is the 4th largest county in the nation. It is 9,224.27 square miles and is larger than seven states in the nation. MCRHC brings the homeless and the courts together in one location through partnerships with local homeless service agencies. The local homeless campus has been renovated to include a one-of-a-kind courtroom setting designed to make the homeless population feel welcome. It removes barriers typically experienced at

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other courts. In addition, the homeless are no longer required to drive from one end of the county to the other end to resolve outstanding offenses because there is now a centralized location. The goal is to resolve outstanding misdemeanor, victimless offenses, and warrants for homeless individuals who demonstrate a commitment to end their homelessness. MCRHC combines punishment and treatment through supervised rehabilitation programs provided by more than 20 community providers. Since its inception, the homeless court has assisted more than 400 people in putting their lives back together and regaining self-sufficiency. To date, individuals that have completed this program have not returned.

#### **9) Reinventing Probate Court in Maricopa County: Restoring Public Trust...Elizabeth Evans, Probate Court Administrator**

Probate Courts across the county have been subject to intense scrutiny. Unflattering media reports have eroded public confidence trust and confidence in the Probate Court. Maricopa County Superior Court's Probate Department instituted dramatic reforms and reengineered both judicial procedures and administrative processes. In the last two and a half years the court developed and implemented systemic changes, overhauling court processes and enhancing protections for vulnerable adults. Judicial officers and court administration staff applied modern case management techniques, created mechanisms to enforce accountability, and developed community outreach programs.

#### **10) Resource Map Helps Community....Rebecca Mendoza, Program Manager**

FindHelpPhx.org is simple to use bilingual (English/Spanish) community asset map with over 1,000 resources that will enable residents of Phoenix and West Region of Maricopa County find free and low-cost health care and social services for themselves. With only 2 "clicks" users are able to locate a specific resource, displaying an easy to read description of the organization, its services, cost and eligibility requirements and directions to the point of service. A virtual spokesperson also provides additional assistance directions to some users in English and Spanish. Resources included on the map are vetted twice a year to make sure users receive the most current services. With residents not knowing how to locate community resources and with the lack of community services to assist them, a map that will empower and reach people is needed. In the short time that the site has been running there have been over 12,000 hits, making this site much more efficient and effective than traditional case management services.

#### **11) Strangulation Program.....Debbie McKenzie, MCAO**

Imagine being rendered unconscious, your neck swelling and your ears ringing. Now imagine that there is no physical evidence and no visible injuries to support your claims. It becomes your word against the perpetrator – who oftentimes is someone you know or may live with. Offenders often use strangulation as a tool to control their partner because it leaves no visible marks. Traditionally allegations of strangulation, especially in domestic violence matters, have been difficult to prove beyond a reasonable doubt. In 2011, the Maricopa County Attorney's Office (MCAO) partnered with local law enforcement agencies and Scottsdale Healthcare to create a "Strangulation Program." This program provides investigators and prosecutors with the critical evidence to file criminal charges against strangulation suspects. In the past these suspects may have been released, often to re-abuse their victims. Under the

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program, police and first responders transport domestic violence victims to hospitals and family advocacy centers where Forensic Nurse Examiners conduct a specialized medical-forensic examination and collect advanced photographic documentation, DNA and other physical evidence to substantiate strangulation. Nurse Examiners are also available as the matter moves through the criminal justice system to provide expert witness testimony in court, allowing cases to proceed in instances where formerly a victim was unwilling or unable to testify.

#### **12) Settlement Conference on Demand.....Johnny Tse, Management Analyst**

The Superior Court of Arizona in Maricopa County is the fourth largest trial court in the country. The Court serves all of Maricopa County, which includes the metropolitan Phoenix area, and adjudicates more than 30,000 felony filings each year. The Court has a long history of developing innovative caseload management techniques to specifically address the early resolution of felony criminal cases. Our objective in creating this project was to increase the use of settlement conferences to resolve more felony criminal cases without going to trial. The new program focused on improving the accessibility to judicial calendars to promote the use of settlement conferences, and the centralization of scheduling services for lawyers and support staff. In July 2011, the Court launched Settlement Conference on Demand, which allows attorneys to call a central location in Criminal Court Administration to schedule a settlement conference with an available judicial officer. Judicial division staff has provided Criminal Court Administration with positive feedback on the reduction in the number of phone calls they receive requesting settlement conferences. Additionally, private counsel and indigent defense are appreciative of the centralized point of contact.

#### **13) Utility-Scale Solar Energy Program.....Robert Kuhfuss, Solar Program Manager, Environmental Protection and Energy**

In May of 2011, the Planning and Development Department implemented the Utility-Scale Solar Energy Program. The program's mission is to promote the development of utility-scale solar energy production within unincorporated areas of Maricopa County on lands that are suitable and appropriate, while ensuring the health, safety and welfare of all citizens of Maricopa County. The desert southwest is known for its hot, dry climate, which is uniquely suited for solar energy development. With much of that arid land lying within the unincorporated area of Maricopa County, it follows that Maricopa County would be attractive for solar energy development. In fact, from December 2007 through December 2012, the Board of Supervisors (BOS) approved thirty Comprehensive Plan Amendments totaling approximately 27,000 acres of land, together with twelve related Special Use Permits. By 2010, as some of these projects entered their construction phase, it became apparent that the sheer volume and complexity of utility-scale solar projects would overwhelm the system. Seeing the need to provide enhanced service to the solar industry, the BOS approved the funding mechanism which allowed the creation of the Utility-Scale Solar Energy Program. The program includes a dedicated team and a number of time-saving elements that streamline the entitlement and permitting processes relating to utility-scale solar development.

#### **14) Stress Management Program for Employees Exposed to Vicarious Trauma**

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Research has consistently demonstrated that professionals who work in human service occupations are impacted by the traumatic experiences of those they serve. Studies have repeatedly shown that secondary traumatic stress is a normal and inevitable consequence of work that involves human suffering. Recent research on probation employees suggests challenging caseload events, officer victimization, and longevity were associated with higher reports of traumatic stress and burnout. In 2011, Maricopa County was the first probation department to develop an employee stress management program that specifically targets the impact of vicarious trauma. The program measures the frequency of incidents and severity of symptoms in staff and uses the data outcome to guide program content. In addition, the training curriculum offers protective coping strategies to better prepare staff for the emotional challenges of probation work. To date, 368 employees have received stress management training, and program evaluations suggest that it is well received. Eighty-six percent of those employees reported that they had experienced three or more symptoms of vicarious trauma and 68% indicated that their current stress level was unsustainable without significant costs to their bodies. These results illustrate the prevalence of impact and the need to address traumatic stress in community corrections.

#### **15) Clean Air Make More Mobile App, Heather Thrasher, Executive Assistant, Civic Education and Public Information**

Recognizing that many Maricopa County residents typically spend more time on their smartphones and tablets than any other device (according to a 2012 Google study), the Maricopa County Air Quality Department developed its Clean Air Make More mobile application to provide a resource where citizens can readily access real-time information about the air they breathe and make informed decisions for their daily activities. The Air Quality Department launched the Clean Air Make More app on September 12, 2012. This free app, which is the first to be developed for Maricopa County, provides three days of air quality forecast information including high pollution advisories or health watches, air quality health index levels and definitions, and air quality restrictions in effect each day. The app also includes an interactive 'Report a Violation' feature that enables users to submit air quality violations and photos from their smartphones or tablet devices; this method allows the Air Quality Department to respond quickly to mitigate activities that negatively impact ambient air quality. The Air Quality Department set a goal of 2,500 downloads of the app within its first year. However, that target was surpassed by December 2012 and a new target was set of 5,000 downloads.

#### **16) Constables Warrant Program.....Phil Hazlett, Constable**

Maricopa County found itself in a financial crisis and in the position that \$92 million was owed in unpaid fines ordered by the justice courts. Warrants were issued for the collection of these fines but there was no active effort by any law enforcement agency to serve these warrants. Three of the Maricopa County Constables saw the need for dedicated personnel solely for the service and collection of these fines. A pilot program was developed using existing personnel on a limited basis to test the feasibility of a Constables Warrants Division (CWD). This pilot program ran on a part-time basis for six months. The pilot program was successful in the collection of these fines on a part-time basis, collecting \$67,000 using very limited resources. The Constables then proposed to the county a full scale pilot program using full-time personnel dedicated solely to the Constables Warrants Division. Three goals were

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developed for the program to be successful and bring in more revenue for the county. 1) To increase the collection of unpaid fines. 2) To clear the large amounts of failure to pay (FTP) warrants currently in the justice system. 3) To accomplish goals one and two without incarcerating individuals whenever possible and without increasing any cost to the county. Using a process that was developed by the CWD the pilot program has been able to collect to date, over \$1,038,000.00 using limited resources and four positions dedicated to the pilot program. At this time because of the success of the program Maricopa County is considering making this a permanent division of the Maricopa County Constables.

#### **17) Veterans Court.....Wes Shipley, Directory, Eastern Field Division**

In order to address the special needs of veterans in the criminal justice system, the Superior Court of Arizona in Maricopa County in collaboration with the Maricopa County Adult Probation Department (MCAPD) established the Veterans Treatment Court. The Court and Probation have partnered with the Veterans Administration (VA), the Regional Behavioral Health Agency (Magellan) and various partners to provide very specific and individualized treatment and services for the men and women who have served in the military and now find themselves under court supervision. Six specialized probation officers and one supervisor have been appointed to supervise up to 300 justice involved veterans by working closely with the court and VA. One additional officer was assigned the task of locating and re-engaging veteran offenders who have absconded and are currently on warrant status. To date, the program has improved success of veterans on probation, reduced prison commitments of that population, and re-engaged more than half of the veterans on warrant status. The real success of the program can be seen in the collaboration among the different organizations, with one common goal – giving the men and women who have served our country a second chance.

#### **18) Rule 316 Handbook - Nonmetallic Mineral, Heather Thrasher, Executive Assistant**

The Rule 316 Handbook for Nonmetallic Mineral Processing provides a practical guide for businesses covered by the Maricopa County Air Quality Department's rule. The handbook was developed collaboratively with the Arizona Rock Products Association (ARPA) and provides 58 pages of photographs, diagrams, charts and helpful hints throughout. The content is organized to respond to specific questions and provides answers to the most commonly encountered compliance challenges. In addition to assisting those businesses that are regulated under the existing rule, the handbook is an effective reference for county inspectors who conduct Rule 316 inspections. There are approximately 250 businesses covered by Maricopa County's Rule 316, comprised of thousands of employees. These sources include sand and gravel (aggregate), asphaltic concrete, ready mix concrete, asphalt, lime products and Portland cement operations as well as trucking firms, paving contractors and other aggregate end users such as material testing labs. Because Arizona's construction industry was hit hard during the recent economic downturn, the financial impact of noncompliance with these rules would exacerbate their economic conditions. Within two weeks of its official release, the handbook had more than 800 hits on the Air Quality Department's webpage where it is posted.